

**“CREATING A RESPECTFUL  
WORKPLACE” TRAINING REVIEW**

**AUGUST 13, 2001**



# City of Seattle

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## Office of City Auditor

Susan Cohen, City Auditor

August 13, 2001

The Honorable Paul Schell, Mayor  
Seattle City Councilmembers  
The City of Seattle  
Seattle, Washington 98104

Dear Mayor Schell and Councilmembers:

The accompanying Powerpoint presentation describes our work with the Personnel Department Performance Resource Group to determine whether "Creating a Respectful Workplace" training was effective and to evaluate City employees' perceptions of the program. We concluded that the Creating a Respectful Workplace training was highly effective.

We also found, based on responses to a self-assessment questionnaire mailed to 449 City employees who participated in the program from May 2000 to May 2001, that:

- City survey respondents were generally satisfied with Creating a Respectful Workplace training;
- Respondents received valuable tools and knowledge from the training; and
- Respondents most benefited from participating in group discussions and hearing other perspectives about workplace issues.

We would also note that this report was prepared by our two Math, Engineering and Science Achievement Program (MESA) interns, Minh Pham and Thao Vu. MESA is a program that encourages students from underrepresented groups to gain experience in City government. Wendy K. Soo Hoo, a City Diversity Fellow at the Evans School of Public Affairs, served as the project supervisor.

We appreciate the assistance of the Performance Resource Group management and staff who cooperated in the review, and the Special Employment Program for developing these successful internship programs. We have found the programs invaluable to both the student interns and our office. Please contact me at 233-1093, or Wendy Soo Hoo at 615-1117, if you have any questions or would like additional information regarding this work.

Sincerely,

Susan Cohen  
City Auditor  
Enclosure



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# Office of City Auditor

## **“CREATING A RESPECTFUL WORKPLACE” TRAINING REVIEW**

**AUGUST 13, 2001**

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Thao Vu

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# **Office of City Auditor**

## **"Creating A Respectful Workplace"**

### **Training Review**

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**Minh Pham**  
**Thao Vu**  
**Wendy Soo Hoo**



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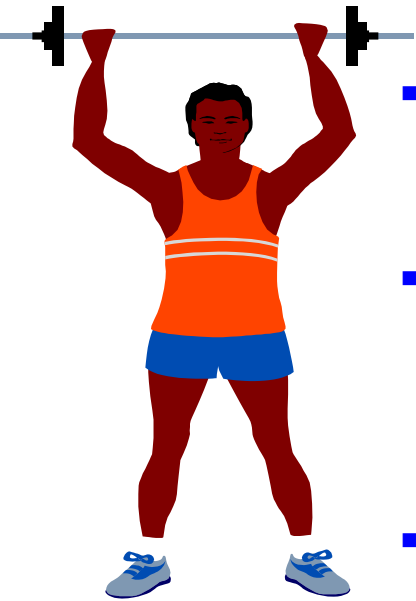
- What is the Performance Resource Group?
- What is Creating a Respectful Workplace Training?
- Audit Scope and Methodology
- Analysis of Self-Assessment Questionnaire Results
- Findings and Recommendations



# What is the Performance Resource Group?

Performance Resource Group, located in the Personnel Department, is a Citywide resource for training and performance improvement that:

- Provides organizational and employee development services to City departments, labor-management teams and employees
- Offers a variety of orientation, consulting and communication services for City departments and employees
- Offers general and customized training programs for City departments and employees
- Performance Resource Group's mission is to create and sustain high performance City government



# Courses and Training Offered by Performance Resource Group

Training topics include:

- City Policies and Orientations
- Basic Education and Computer Skills
- Communication Skills
- Career Management Tools
- Management, Supervision and Leadership Skills





# Creating a Respectful Workplace

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- What is it?
  - A program offered by Performance Resource Group to help employees improve communication skills and resolve problems
- Participants Learn:
  - Why respectful workplace behavior is important
  - What is considered disrespectful workplace behavior
  - Roles and responsibilities to address disrespectful workplace behavior
  - Techniques for interrupting and resolving problems
  - Where to seek assistance if disrespectful behavior persists



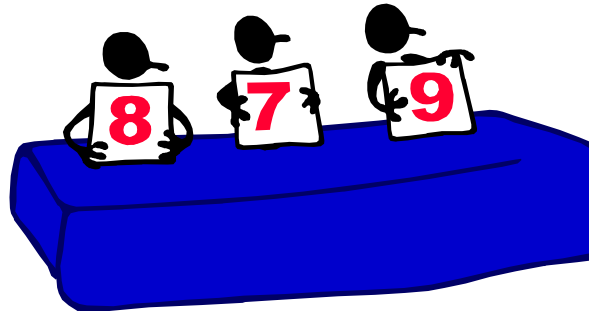




# Creating a Respectful Workplace Audit Review

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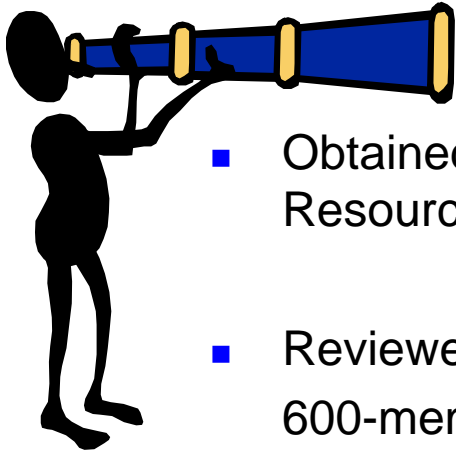
- The objectives of the Creating a Respectful Workplace audit review were to:
  - Determine whether the Creating a Respectful Workplace Training was effective;
  - Evaluate employees' perceptions of the training program; and
  - Determine whether the training program could be improved.





# Audit Scope and Methodology

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- Obtained course materials and class rosters from Performance Resource Group
- Reviewed class rosters from May 2000 to May 2001 and created 600-member survey listing
- Developed self-assessment questionnaire
- Sent questionnaire to 449 employees for whom we could identify email addresses



# Creating a Respectful Workplace Self-Assessment Questionnaire

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Questionnaire included two demographic background questions, seven quantitative multiple choice questions, and three free response questions

- **Questionnaire Section 1: Demographic Information**

- 1) Please identify your department.
- 2) Please identify your job class (e.g., official or administrator; professional; technician; paraprofessional; protective service worker; office or clerical worker; skilled craft worker; or service and maintenance worker).
- 3) Are you a manager or supervisor?



# Creating a Respectful Workplace Self-Assessment Questionnaire (Continued)

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- **Questionnaire Section 2: Creating a Respectful Workplace Training Outcomes**

(Scale: 1 = Strongly Disagree; 2 = Disagree; 3 = Agree; 4 = Strongly Agree; DK = Don't Know)

- 1) I am more familiar with the City's policy regarding workplace harassment since participating in *Creating a Respectful Workplace* training.
- 2) I am more aware of the importance of maintaining a respectful work environment since I participated in *Creating a Respectful Workplace* training.
- 3) The *Creating a Respectful Workplace* training presented knowledge and skills that I can utilize on the job.



# Creating a Respectful Workplace Self-Assessment Questionnaire (Continued)

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- **Section 2 (Continued):**

(Scale: 1 = Strongly Disagree; 2 = Disagree; 3 = Agree; 4 = Strongly Agree; DK = Don't Know)

- 4) The training taught me how to resolve problems involving disrespectful workplace behavior.
- 5) The training provided an opportunity to improve communication skills with co-workers.
- 6) I feel that the *Creating a Respectful Workplace* training has had a positive impact on my work environment.
- 7) The City would benefit from having more employees participate in *Creating a Respectful Workplace* training.



# Creating a Respectful Workplace Self-Assessment Questionnaire (Continued)

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- **Questionnaire Section 3: Participant Feedback**

- 1) What have you found to be the most useful from the *Creating a Respectful Workplace* training?
- 2) What have you found to be the least useful from the *Creating a Respectful Workplace* training?
- 3) Do you have any other comments, opinions, or suggestions regarding the program?
- 4) *Optional* - If we may contact you about your response, please provide your name and telephone number.

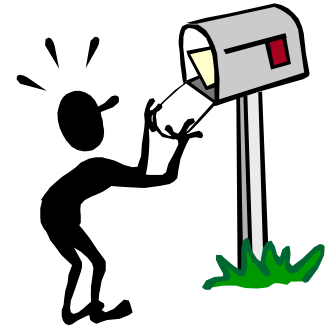


# Creating a Respectful Workplace

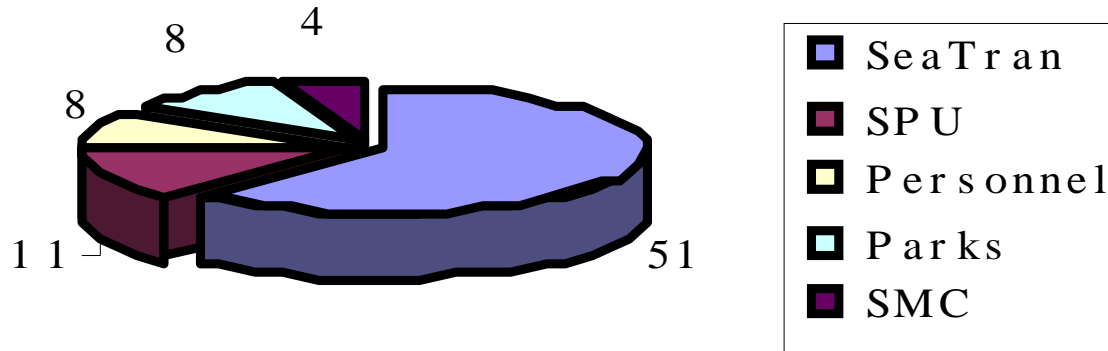
## Questionnaire Responses By Department

Department	Number of Responses <sup>a</sup>	Total Percent
SeaTran	51	47.2%
SPU	11	10.2%
Personnel	8	7.4%
Parks	8	7.4%
SMC	4	3.7%
Retirement	4	3.7%
SOCR	3	2.8%
Finance	3	2.8%
DOIT	3	2.8%
Police	2	1.9%
Housing	2	1.9%
SCL	1	0.9%
Public Health	1	0.9%
Legislative	1	0.9%
Fleets and Facilities	1	0.9%
DON	1	0.9%
Note <sup>a</sup> : Because four respondents did not indicate their department, the number of responses above totals 104.		

# Demographics Analysis



- Creating a Respectful Workplace participants from 15 City departments and the Seattle-King County Department of Public Health responded to the survey. The chart below displays the number of respondents for the five departments with the most respondents.
- 47 percent of the respondents were from SeaTran. SeaTran employees may have been more likely to respond because the department's training coordinator administered the survey.







## Demographic Analysis (Continued)

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- A total of 108 responses were received yielding a response rate of 24 percent.
- Twenty-two (20 percent) of 108 respondents identified themselves as supervisors or managers.
- Fifty-one (47 percent) respondents identified themselves as “professionals.”
- Twenty-three (21 percent) identified themselves as “clerical or office workers.”
- Sixteen (15 percent) identified themselves as “technicians.”
- Seven (6 percent) identified themselves as “maintenance workers.”
- One skilled craft worker and one paraprofessional responded to the survey.



# Summary Analysis of All Respondent Ratings (Four Point Scale)

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- |  |                              |
|--|------------------------------|
| 1.) "I am more familiar with City policies regarding workplace harassment after Creating a Respectful Workplace Training." | ■ <b>Average Rating: 3.4</b> |
| 2.) "I am more aware of the importance of maintaining a respectful work environment after the training."                   | ■ <b>Average Rating: 3.2</b> |
| 3.) "The training presented knowledge and skills that I can utilize on the job."   | ■ <b>Average Rating: 3.3</b> |
| 4.) "The training taught me how to resolve problems involving disrespectful workplace behavior."                           | ■ <b>Average Rating: 3.0</b> |



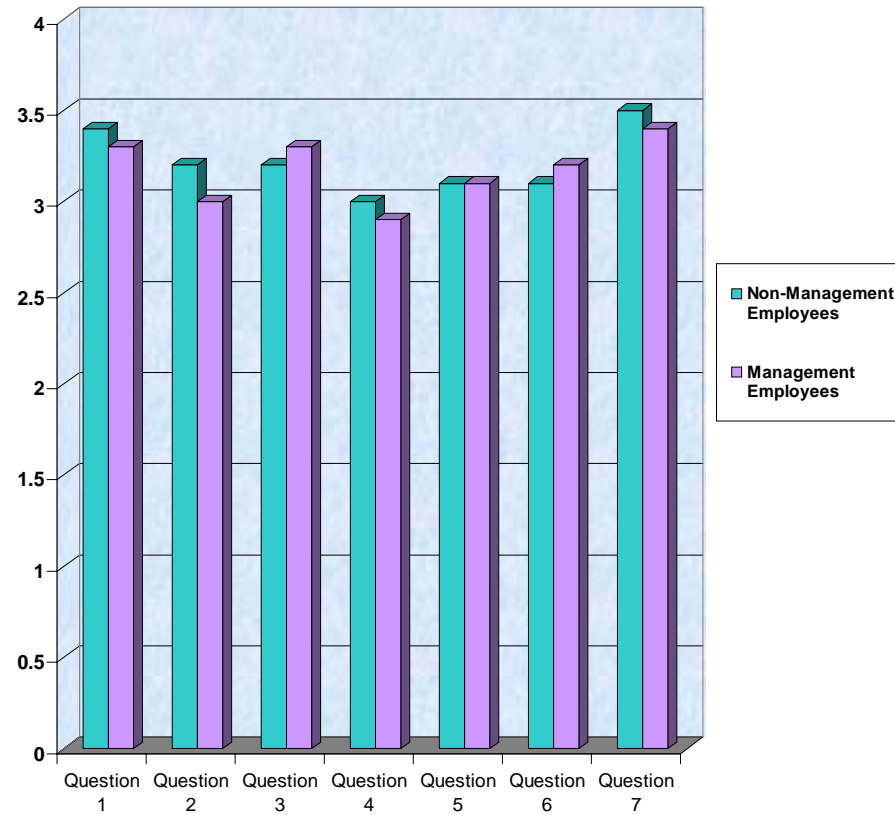
## Summary Analysis of All Respondent Ratings (Continued)

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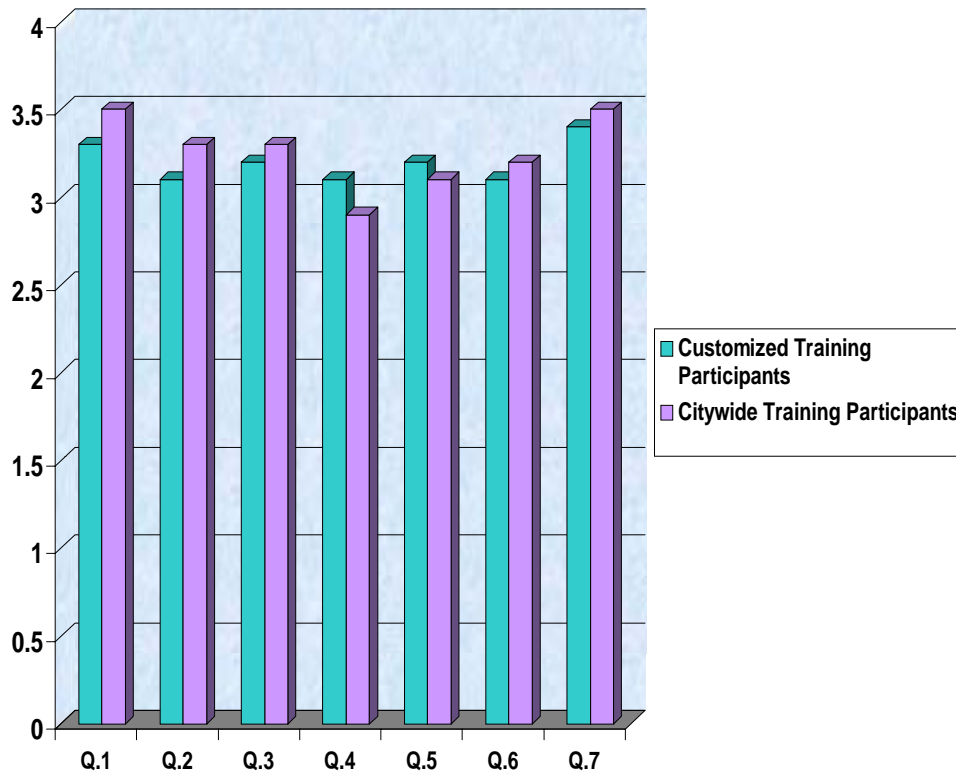
- 5.) "Creating a Respectful Workplace Training provided an opportunity to improve communication skills with co-workers."
  - **Average Rating: 3.1**
- 6.) "I feel that training had a positive impact on my work environment."
  - **Average Rating: 3.1**
- 7.) "The City would benefit from more employees participating in the training."
  - **Average Rating: 3.4**
- Summary of Responses to Quantitative Questions
  - **Overall Average Rating: 3.2**

# Average Management and Non-Management Ratings

- The overall average rating from City management respondents was 3.2 for quantitative questions.
- The overall average rating from non-management respondents was 3.2 for quantitative questions.
- Thus, the average City management and non-management ratings for quantitative questions were comparable.



# Average Ratings for Customized Departmental Training and Open Citywide Training



- The average City employee rating for the customized training was 3.2 for quantitative questions.
- The average City employee rating for the Citywide training was 3.3 for quantitative questions.
- Thus, City employees' average ratings for customized training versus general Citywide training were comparable.

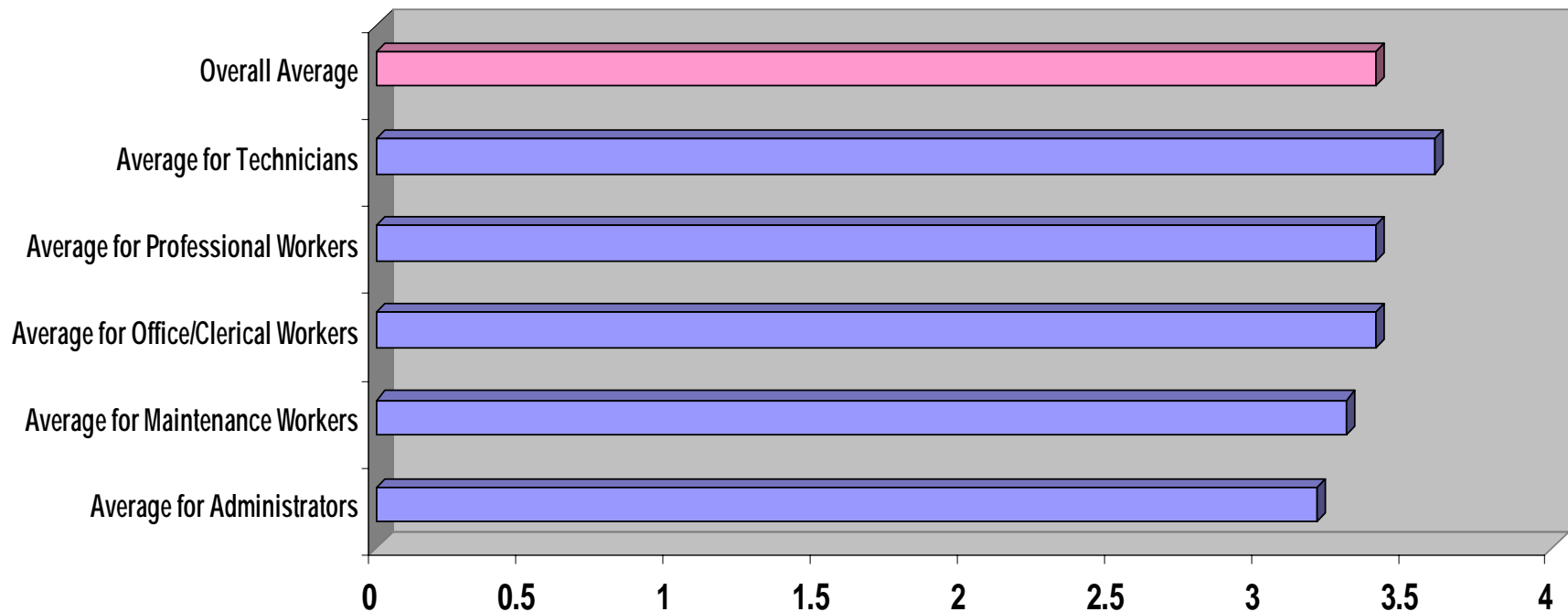
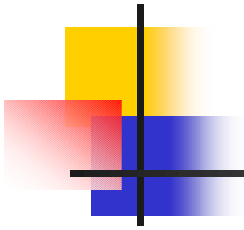


# Average Ratings for All Employee Classifications

	Question 1	Question 2	Question 3	Question 4	Question 5	Question 6	Question 7
Average for Administrators (6)	3.2	3.3	3.0	2.5	2.7	2.8	3.5
Average for Maintenance Workers (7)	3.3	3.7	3.4	3.7	3.9	3.7	4.0
Average for Office/Clerical Workers (23)	3.4	3.5	3.3	3.1	3.2	3.5	3.6
Average for Professional Workers (51)	3.4	2.9	3.3	3.0	3.1	3.1	3.4
Average for Technicians (16)	3.6	3.3	3.3	2.9	3.1	3.1	3.3
Paraprofessional (1)	2.0	2.0	3.0	3.0	3.0	3.0	3.0
Skilled craft worker (1)	3.0	3.0	3.0	2.0	3.0	2.0	3.0
<b>Overall Average</b>	<b>3.4</b>	<b>3.2</b>	<b>3.2</b>	<b>3.0</b>	<b>3.1</b>	<b>3.1</b>	<b>3.5</b>

# Question #1:

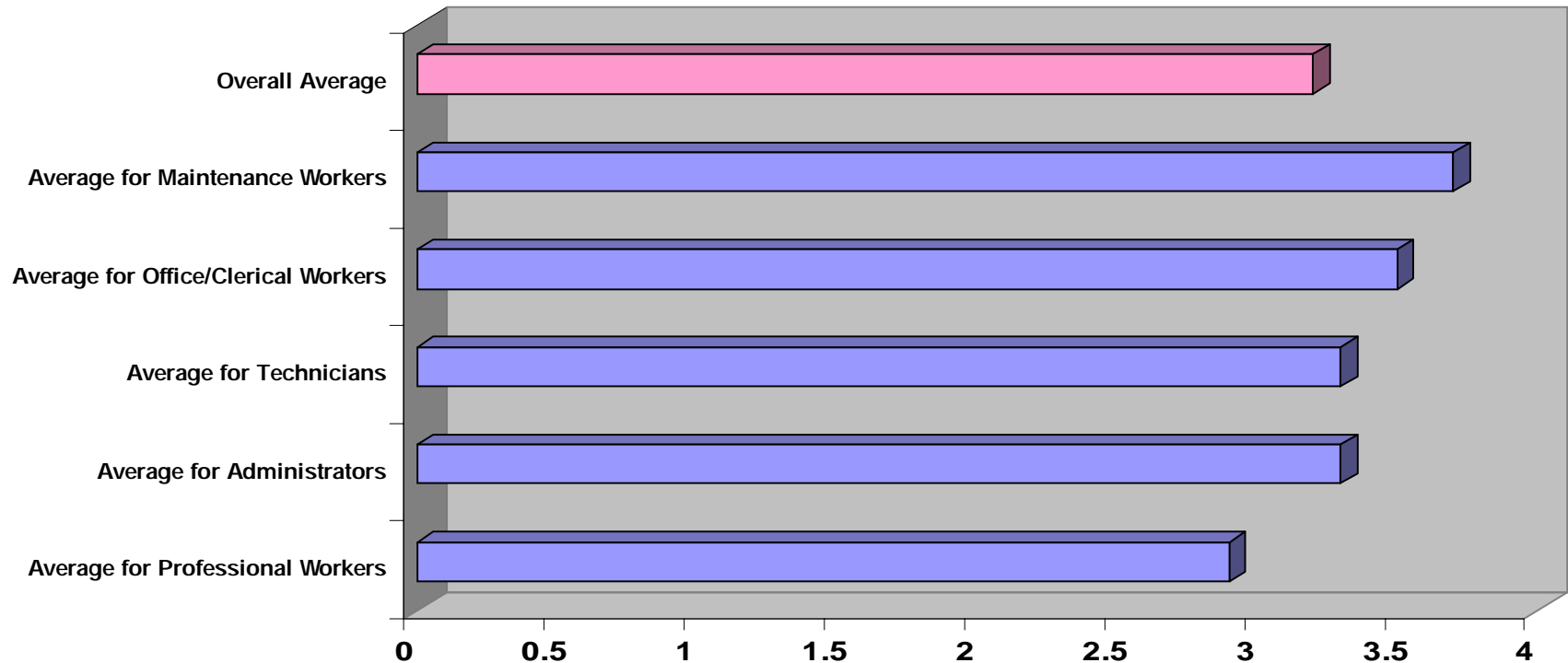
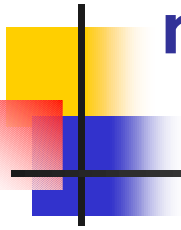
## I am more familiar with City policies regarding workplace harassment after Creating a Respectful Workplace Training.



1 = Strongly Disagree; 2 = Disagree; 3 = Agree; 4 = Strongly Agree

## Question #2:

# I am more aware of the importance of maintaining a respectful work environment after training.

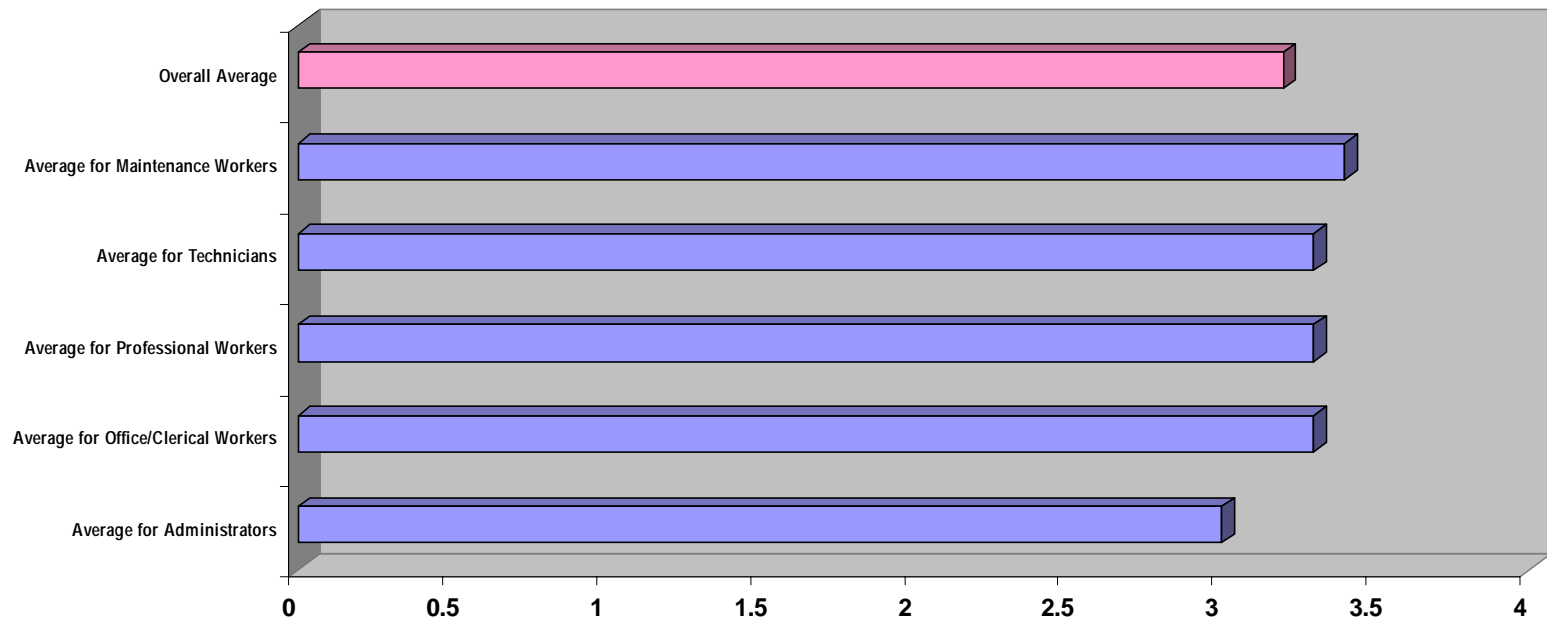


1 = Strongly Disagree; 2 = Disagree; 3 = Agree; 4 = Strongly Agree



# Question #3:

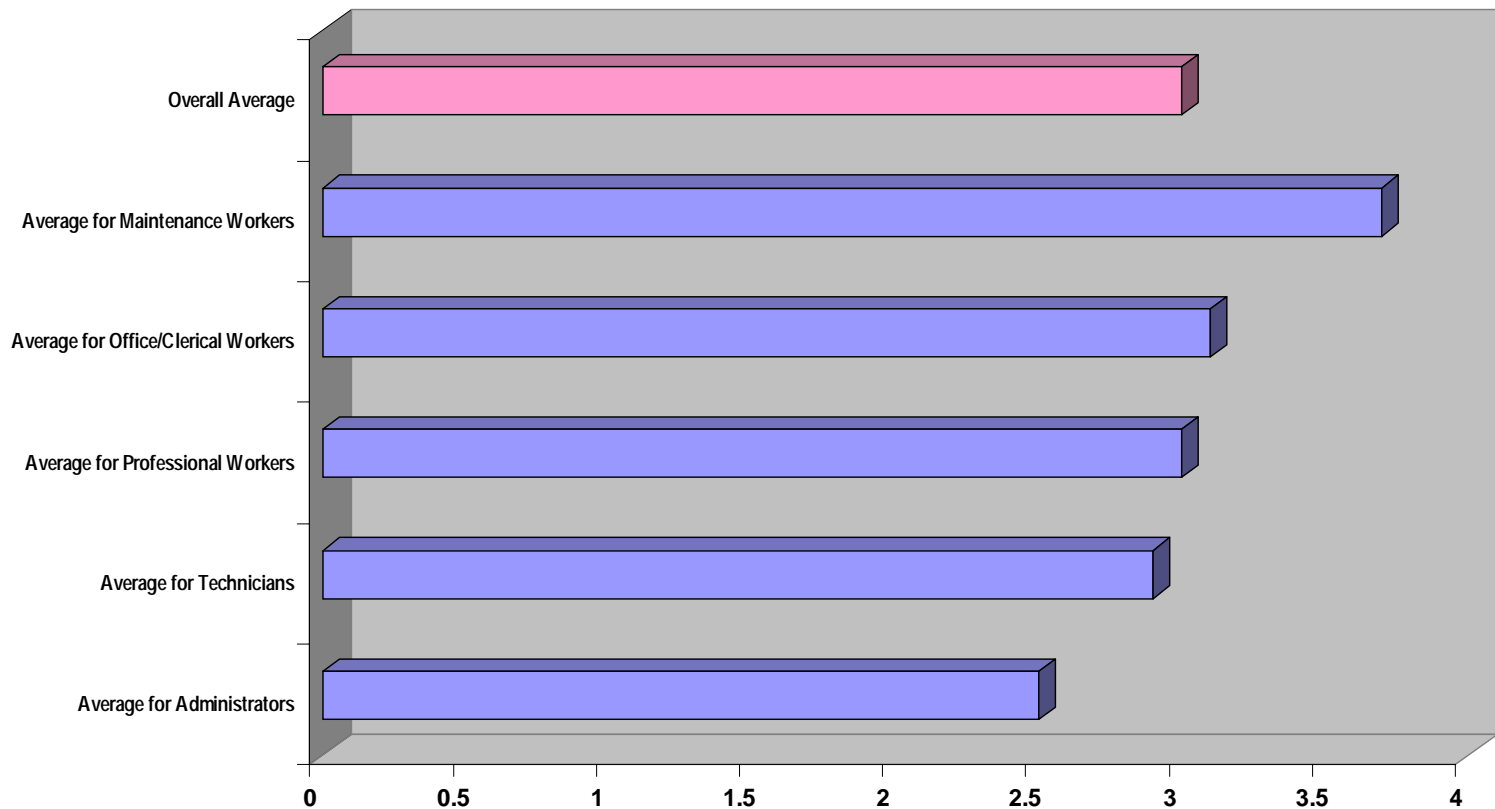
## Creating a Respectful Workplace Training presented knowledge and skills that I can utilize on the job.



1 = Strongly Disagree; 2 = Disagree; 3 = Agree; 4 = Strongly Agree

# Question #4:

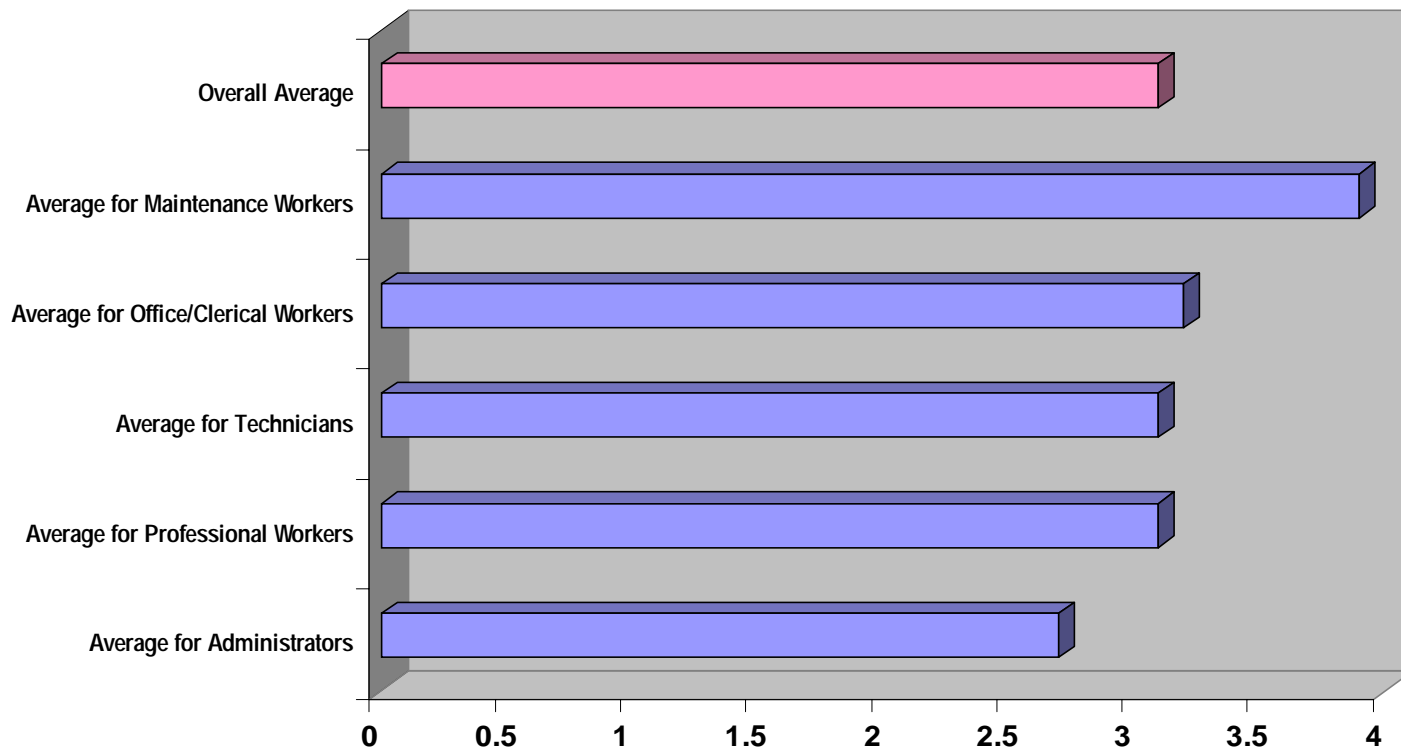
## The training taught me how to resolve problems involving disrespectful workplace behavior.



1 = Strongly Disagree; 2 = Disagree; 3 = Agree; 4 = Strongly Agree

# Question #5:

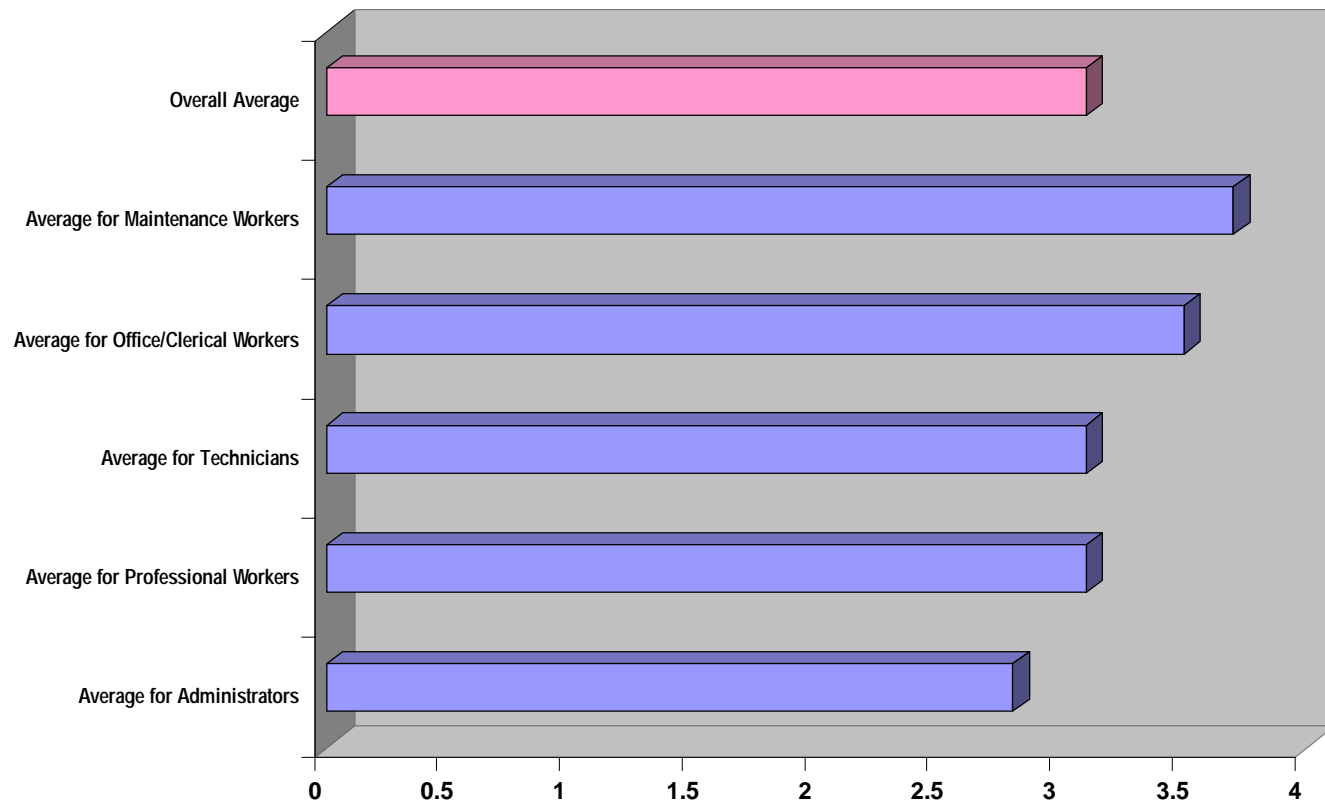
## Creating a Respectful Workplace Training provided an opportunity to improve communication skills with co-workers.



1 = Strongly Disagree; 2 = Disagree; 3 = Agree; 4 = Strongly Agree

# Question #6:

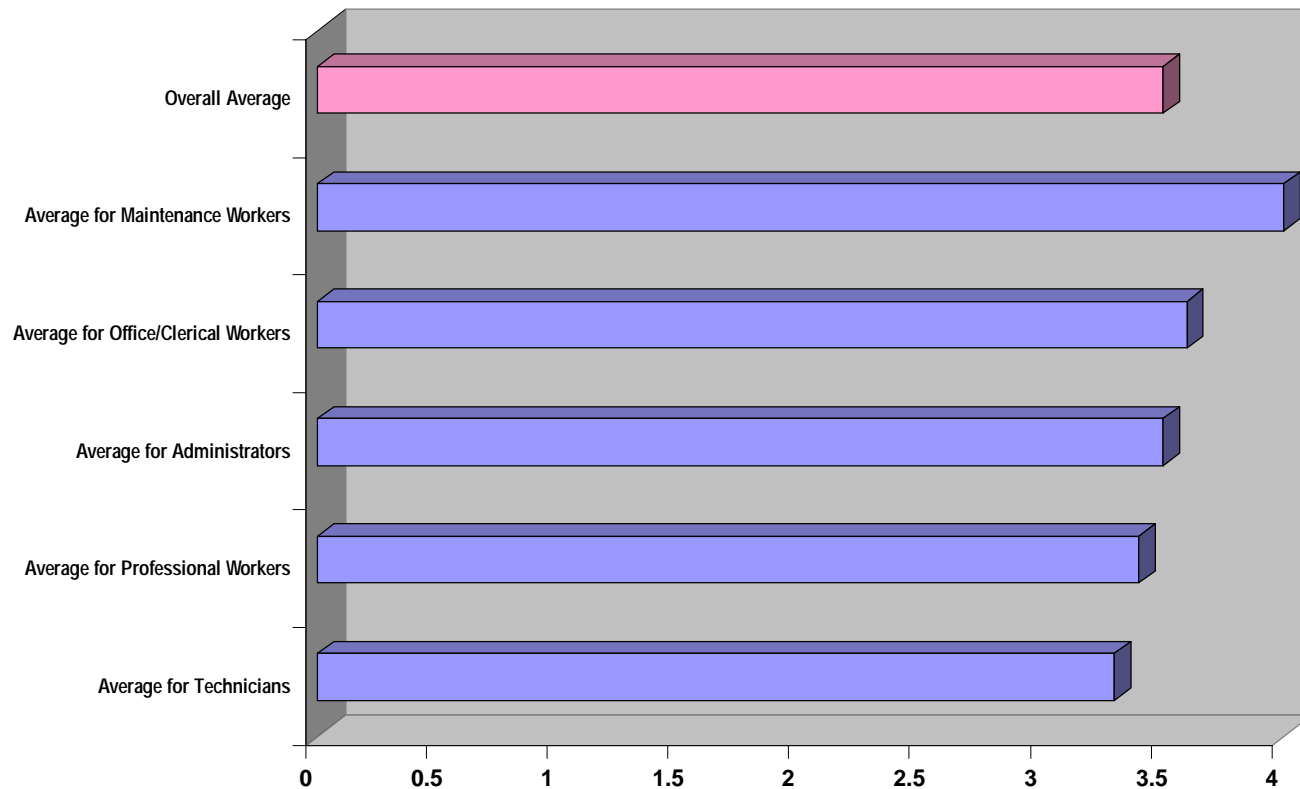
## I feel that Creating a Respectful Workplace Training had a positive impact on my work environment.



1 = Strongly Disagree; 2 = Disagree; 3 = Agree; 4 = Strongly Agree

# Question #7:

## The City would benefit from more employees participating in Creating a Respectful Workplace Training.



1 = Strongly Disagree; 2 = Disagree; 3 = Agree; 4 = Strongly Agree



# Analysis of Responses by Classification

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- On average, administrator ratings tended to be more conservative than ratings from respondents in other classifications, suggesting that this group was already knowledgeable about the importance of Creating a Respectful Workplace, including roles, responsibilities and techniques in resolving workplace conflicts.
- Maintenance workers tended to give higher average ratings than respondents in other classifications, suggesting that this group received the greatest benefit from Creating a Respectful Workplace Training.





## Analysis of Section 3 Free Responses

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- 89 out of 108 respondents (82 percent) provided comments and positive feedback when asked what was the most beneficial aspect of Creating a Respectful Workplace Training.
- 46 respondents (43 percent) responded when asked to comment on the least beneficial aspect of Creating a Respectful Workplace Training.
- 60 respondents (56 percent) provided additional comments, opinions and suggestions regarding Creating a Respectful Workplace Training.



# What was the most beneficial aspect of Creating a Respectful Workplace Training?

	Number of Respondents	Percent of Total Respondents
Group discussions and hearing other perspectives	19	18%
Identifying different types of behavior and learning what constitutes offensive behavior versus harassment	12	11%
Increased awareness and understanding of diversity and differences in perceptions	11	10%
Learning how to approach others; communication and conflict resolution techniques	10	9%
Increased awareness and understanding of City laws and policies prohibiting harassment	9	8%





# What was the least useful aspect of Creating a Respectful Workplace Training?

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	Number of Respondents	Percent of Total Respondents
Training seemed like common sense or review; I already had prior training.	7	6%
The training was too long.	6	6%
The role-playing activities were not useful.	6	6%
Ideas are not retained or followed; new approaches are ineffective.	5	5%
The car designing activity was not useful.	3	3%



## Do you have any other comments, opinions, or suggestions regarding the program?

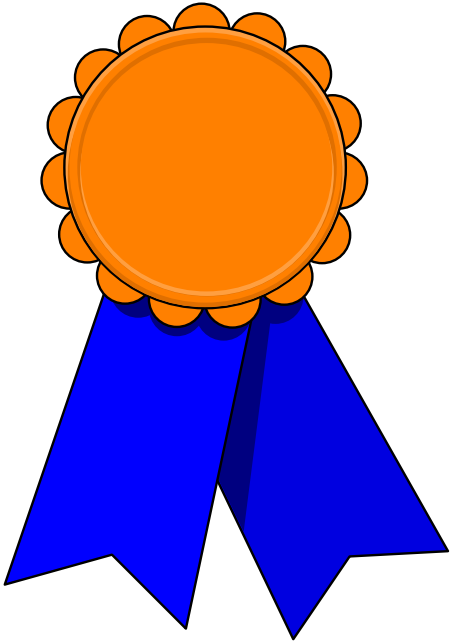
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	Number of Respondents	Percent of Total Respondents
Training classes should be shorter/half-day; classes were too long for those with previous experience.	8	7%
All employees should attend; the training should be mandatory.	8	7%
Overall, the training is good and valuable; I would encourage others to attend.	6	6%
Training should focus more on management; managers should attend.	6	6%
I enjoyed the facilitators.	5	5%
Training provided useful skills, knowledge and tools.	4	4%



# Summary of Significant Findings

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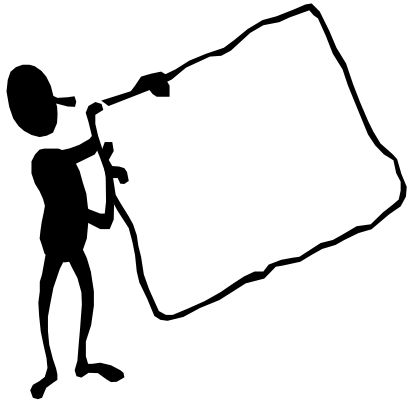
- Overall, the City survey respondents were highly satisfied with the Creating a Respectful Workplace Training. In fact, 89 out of 108 respondents (82 percent) provided positive open-ended responses.
- Training provided valuable knowledge and tools to the majority of City survey respondents.
- Respondents most benefited from group discussions and the opportunity to hear other employees' perspectives during the Creating a Respectful Workplace Training.



# Summary of Significant Recommendations

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Based upon our analysis of respondents' comments and suggestions:



- Performance Resource Group should continue to offer Creating a Respectful Workplace Training to City employees;
- Performance Resource Group may want to consider condensing the Creating a Respectful Workplace Training to half-day sessions;
- The slightly lower administrator ratings and responses to open-ended questions suggest that specialized Creating a Respectful Workplace Training segments for administrators would be beneficial, if the segments can be provided cost-effectively.



## **Conclusion of Creating a Respectful Workplace Review**

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ANY QUESTIONS?

THANK YOU & HAVE A NICE DAY



## Report Credits

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- The Office of City Auditor would like to thank the Performance Resource Group for its cooperation during the audit review.
- This report was prepared by two Math, Engineering and Science Achievement Program (MESA) interns, Minh Pham and Thao Vu, supervised by Wendy K. Soo Hoo. The MESA program encourages students from underrepresented groups to gain experience in City government.
  - Minh Pham is a recent graduate of Ingraham High School and will attend the University of Washington in October 2001.
  - Thao Vu is also a recent graduate of Ingraham High School and will be attending North Seattle Community College in September 2001.
  - Wendy Soo Hoo is a Diversity Fellow at the Evans School of Public Affairs.



## Report Credits (Continued)

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The Office of City Auditor is committed to providing a valuable learning experience for student interns, as well as ensuring that interns provide work that is beneficial to the City.